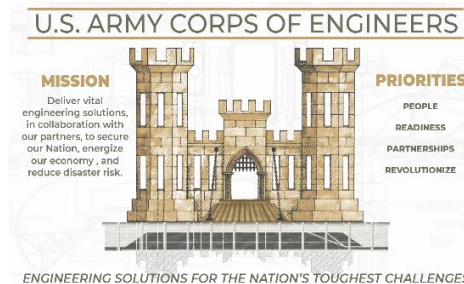




# USACE Mission, Vision, Priorities and Campaign Plan



Strong USACE Foundation

1

## Support National Readiness (a.k.a. Deliver the Program)

Conflict

Sustain Current Readiness  
Achieve Future Objectives

Crisis

COVID "Fights": Finish COVID 1.0, Post-COVID Foundation / Program, COVID 2.0, COVID All-Hazards, Stimulus / Supplemental

**End State:** USACE is trusted by DA, DoD, our partners / stakeholders, and the Nation to deliver quality projects and programs, on time and within budget, that enable the National Command Authority to secure the homeland, project national power, and pursue our Nation's vital interests.

1. Expand Use of Continuing Contract Authorities ( CCA )
2. Streamline Economy Act Procedures for Army SRM
3. Increase Commonality of Components in USACE CW Projects
4. Improve Command Strategic Reviews ( CSR )

2

## Modernize USACE

Change

People  
How We Fight

**End State:** USACE effectively anticipates and deliberately implements meaningful innovations for all programs, projects, and processes. We enthusiastically embrace changes and new technologies that set the standard for program and project delivery for our partners and stakeholders.

5. Increase Diversity
6. Transform Talent Acquisition / Hiring Panels
7. Optimize Direct Hiring Authorities – Max Use / Coverage
8. Develop a USACE R&D Strategy
9. Improve Data Governance
10. Modernize the USACE Dredge Fleet
17. Transform the USACE Workplace
18. Implement USACE Strategic Resourcing

3

## Improve Partnering and Strengthen Relationships

Competition

Globally Integrated Force Posture  
Strengthen Access, Presence, and Influence

**End State:** USACE is the most trusted advisor and valued "partner of choice" for our International Allies and Partners, the Federal Government, industry, academia, State and local agencies, and the public through aggressive partnering that builds and maintains strong, meaningful, and lasting relationships.

11. Improve Partnering Consistency
19. Establish Doctrinal Army Installation Management Relationships

Institutional Transformation

4

## Revolutionize Program and Project Delivery

Competition

Crisis

Conflict

Change

**End State:** USACE embodies "world-class" delivery excellence through consistent behaviors and proven, value-driven processes that achieve exceptional results and maintain trust. Our reputation is unchallenged and we are trusted and respected as the Nation's Engineer.

12. Institute Risk-Informed Decision-making
13. Develop Multi-Year Capital Investment Strategies
14. Implement Alternative Financing
15. Decentralize Water Supply
16. Improve Quality Management, Scheduling, and Cost Estimating

**Winning =  
Finishing  
quality  
projects,  
on time  
and  
within  
budget**



# USACE Campaign Plan ( UCP ) OBJ Champions



## Civil Works

### 1. Expand Use of Continuing Contract Authorities (CCA) [ CW ]

Expand use of CONTINUING CONTRACT AUTHORITY (CCA). Mitigate (some of the) risks associated with incremental funding of Civil Works projects. Seek to expand disciplined use of CCAs and receive delegation of authority to implement on select projects. Build trust and expand usage over time.

### 3. Increase Commonality of Components in USACE CW Projects [ CW ]

Increase COMMONALITY OF COMPONENTS in USACE Civil Works projects. Advance ongoing work with Marine Design Center.

### 10. Modernize the USACE Dredge Fleet [ CW ]

MODERNIZE THE USACE DREDGE FLEET. Leverage best practices and lessons learned from MacFarland replacement to remainder of fleet. Seek efficiencies for future recapitalizations. Build in to plan early Administration, industry and congressional engagements.

### 13. Develop Multi-Year Capital Investment Strategies [ CW ]

Develop 5-YEAR CAPITAL INVESTMENT STRATEGIES for the Civil Works construction portfolio. These strategies will inform our annual budget development process and serve as a tool to gain Administration commitment to finish what we start. Use Inland Waterway Capital Investment Strategy as a model.

### 14. Implement Alternative Financing [ CW ]

ADVANCE OPTIONS FOR ALTERNATIVE PROJECT FINANCING. Implement Corps Water Infrastructure Financing Program (CWIFP). Advance Public Private Partnership (P3) Program. Seek reauthorization of Section 1043.

### 15. Decentralize Water Supply [ CW ]

DECENTRALIZE WATER SUPPLY. (a) Standardize Surplus Water pricing. (b) Seek withdraw of Real Estate Policy Guidance Letter #26 and return easement authority to districts. (c) Provide Return Flow guidance to Districts and Regions on intra-state and multi-state water basins.

## Military Programs

### 2. Streamline Economy Act Procedures for Army SRM [ MP ]

STREAMLINE ECONOMY ACT PROCEDURES for Army SRM. Gather data on current cost / time inefficiencies. Seek concurrence with IE&E, G9, AMC. Propose legislative change.

### 18. Implement USACE Strategic Resourcing [ MP ]

Institute an ENTERPRISE STRATEGIC RESOURCING CONSTRUCT to integrate Planning / Programming / Budgeting / Execution and enable senior leaders to make strategic investment decisions that optimize available resources (CW and MP) and sustain the necessary capability / capacity.

### 11. Improve Partnering Consistency [ MP / CW ]

IMPROVE CONSISTENCY OF PARTNERING practices across the enterprise. Education component, lessons learned / best practices component, survey / feedback loop component. Build upon ongoing work with SAME, dredge industry, AGC and other.

### 19. Establish Doctrinal Army Installation Management Relationships [ MP ]

ESTABLISH DOCTRINAL ARMY INSTALLATION MANAGEMENT RELATIONSHIPS that achieve efficiencies, optimize the use of USACE capabilities, inform decisions, and shape strategy / policy.

### 12. Institute Risk-Informed Decision-making [ MP / CW ]

Expand application of RISK-INFORMED DECISION MAKING across the enterprise. Education, training, best practices / lessons learned components.

### 16. Improve Quality Management, Scheduling, and Cost Estimating [ MP ]

Improve consistency in SCHEDULING & COST ESTIMATING across the enterprise.

## sCOP / R&D / DCG

### 4. Improve Command Strategic Reviews (CSR) [ DCG ]

Re-establish COMMAND STRATEGIC REVIEWS with MSCs. Focus on project and program delivery, revolutionize, performance KPIs, and foundation KPIs.

### 5. Increase Diversity [ HR ]

INCREASE DIVERSITY of USACE workforce. Collect current data, (re)establish USACE Diversity Council & goals consistent with Army. Objective – a USACE reflective of national demographics (diversity of thought).

### 6. Transform Talent Acquisition / Hiring Panels [ HR ]

HIRING PANEL REFORM. Seek practices more consistent with current US industry ( less scripted / more conversation / information sharing ).

### 7. Optimize Direct Hiring Authorities – Max Use / Coverage [ HR ]

Receive DIRECT HIRING AUTHORITY for remaining USACE career fields (301, 201, 343). Key to revolutionizing HR ( “DHAs are a game changer” ).

### 17. Transform the USACE Workplace [ HR ]

Apply COVID LL / BP to TRANSFORM THE USACE WORKPLACE for optimal enterprise / local performance. Consider People First, Financial Management, IT Equipment / Networks, and Workspace / locations / facilities.

### 8. Develop a USACE R&D Strategy [ R&D ]

Develop a RESEARCH & DEVELOPMENT STRATEGY. Elevate R&D as a USACE program. Program-focused. Add governance component similar to PRBs, DMRs, etc. Tell this story. Increase R&D investment.

### 9. Improve Data Governance [ CIO / G-6 ]

Provide SECURE, RELIABLE AND TIMELY ACCESS TO INFORMATION AND DATA to support the USACE global mission.